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EXCERPT FROM TRANSCRIPT  
of 41st Meeting of CIA CAREER COUNCIL  
21 March 1957

COLONEL WHITE: The second item on the agenda is the National Defense Executive Reserve.

Has everybody read this paper? Are you ready to discuss it?

And, do you want to add anything to what is in this paper?

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[ ] We found since the paper was written that there are other groups of persons who might be susceptible to appointment to the National Defense Executive Reserve besides consultants. In reviewing the list of consultants--of which there are how many, Jim?

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[ ] 209.

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[ ] Do you all know [ ] He is Chief of the Mobilization Staff, Office of Personnel.

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[ ] There are 209, total, and they are mostly clustered in several rather technical offices. I say that because the Executive Reserve is intended primarily to produce broad-gauge executive types. Of that 209, 32 are over age 60, and 105 are clustered in OSI, ORR, TSS, and in the Office of Personnel as Procurement Consultants. Those 105 are mostly specialists rather than "executives." They are high-powered scientists--

MR. KIRKPATRICK: There aren't many of those that you would get during a mobilization. Our consultants are actually individuals that we get as consultants because we can't hire them as employees. I can practically name the 209 because I have to review that list quarterly for the Director.

MR. SHELDON: They would remain as consultants during an emergency.

MR. KIRKPATRICK: Your TSS and OSI are all high-level scientists, and they're going to be in great demand.

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[ ] But, Kirk, if they are appointed by us to the National Defense Executive Reserve then they are earmarked for us and no other agency can get their hooks into them.

MR. KIRKPATRICK: Maybe this is getting there first, but maybe you would be overridden by ODM. I think when you go to ODM with this list they are

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going to say, "Well, [ ] is going here. [ ] is going there."

[ ]: We will find that out when we take the list to them.

MR. HELMS: What is the residual when you finish with that group--the number that are over 60 and the ones in the technical offices?

[ ]: We have prospects of not more than 60, which we are trying to spread over the various offices. For example, there is a cluster of 19 in the DCI's Office. But there again the age factor and judging by the time they have been consultants--

MR. KIRKPATRICK: That includes people like [ ]

[ ]

MR. BAIRD: You want the latter two.

MR. KIRKPATRICK: Yes, but what I am going to propose is that rather than confining ourselves to the so-called "consultants," that we use our alumni.

[ ]: Since we prepared this paper - there are three other sources. There are some among our covert associates; there are about 25 super-grades who have left the Agency, a number of whom would be suitable, perhaps, in the National Defense Executive Reserve; and among the GS-15's there are a number. In other words, among our alumni.

We have talked this over with [ ] in some detail and he recommends that to the extent that it is practical and possible we appoint alumni, because they already know about the Agency and their clearances can be brought up to date, of course, and have them participate in Operation Alert for 1958, 1959, 1960, and so on, as is recommended by the Executive Office of the President. We would not be revealing to them things which they don't already know. Therefore, it is [ ] recommendation that we use persons of that type, and that he aid the three Deputies in selecting the group which would most conform to the Office of Security's concept of revelation of internal operations to these Executive Reservists when they participate in the annual Operation Alerts.

The whole purpose, really, in my opinion, of participating in the National Defense Executive Reserve, is that at the present time CIA has a big goose egg after its name whenever a list comes out, and from an internal Government public relations point of view it would be better if we could show

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that we were participating, even on a token basis. And ODM sympathizes with our point of view, rather than once a quarter publicizing to 14 or 20 different agencies that do participate, that CIA is supposed to participate but doesn't.

COLONEL WHITE: I think that is true, but more important is the fact that somebody else is going to have all the people.

25X1A9A [ ] Somebody else will have our consultants if we don't earmark them as our Reservists.

25X1A MR. BAIRD: I think it's below this level. I'm thinking about, for instance, [ ] psychologists.

25X1A9A [ ] That doesn't have anything to do with this. You remember the Council approved the Specialist Reserve, and it is coming to the PRC just as soon as the final paper is written, which is in the offing.

COLONEL WHITE: Maybe I didn't think this through carefully enough either, but the way I reacted was this: that this is probably a good idea. I started thinking who do we have in the DD/S that we could get. And I thought right away - [ ] [Laughter]

25X1A9A [ ]  
25X1A9A COLONEL WHITE: We probably would be interested in recruiting people, with great emphasis on the consultants for the JOT Program. Maybe that is not really what we are talking about, because they are, again, specialists. They are more or less like Matt's psychologists they want to get.

25X1A9A MR. KIRKPATRICK: These are "executives" we're talking about, aren't they? And if these are executives don't you think maybe you should show the Director who you are going to recruit?

[ ] Oh, yes.

25X1A9A MR. KIRKPATRICK: It doesn't say so here. The Director may be interested to know who his executives in wartime may be.

[ ] The purpose of this paper is to recommend whether there will be an Executive Reserve or not, and after that, who should be in it.

25X1A9A COLONEL WHITE: And my other reaction was--and I assumed you were going to take care of them in this 15--would be that certainly you would want to get your [ ] and others if you possibly could - but that is really what we are after, instead of my recruiters or Matt's psychologists.

25X1A9A [ ] Those come under the Specialist Reserve, which is well on its way--

MR. HELMS: What is wrong with submitting all of our consultants to ODM and then relaxing and enjoying it from that time forward?

MR. KIRKPATRICK: That would be an interesting exercise, at least.

[ ] It makes for a big number after our name.

MR. HELMS: What harm would it do?

[ ] would not want that. For example, [ ] cautions against identifying as our National Defense Executive Reservists what he calls "professional consultants" - consultants who not only consult with us but with a lot of other people as well, and some of the scientists and some of the ORR specialists do just that. He believes it would be a bad idea for us to so identify those.

MR. KIRKPATRICK: But who are we identifying them to except ODM?

[ ] The Civil Service Commission.

MR. KIRKPATRICK: But we have to identify them to ODM first, before we tell the Civil Service.

[ ] No, you identify them to Civil Service.

MR. KIRKPATRICK: I thought the whole purpose of the exercise was to find out if they had been tabbed by somebody else.

[ ] The Civil Service Commission keeps a tab on them for ODM.

MR. HELMS: I still think it's a good idea to ask for all of them.

COLONEL WHITE: Maybe.

[ ] said, for example, that he would not recommend [ ] because he was being used in some covert capacity. I don't know what that is. But he mentioned him as a specific one.

MR. KIRKPATRICK: Before we submit this list, though--this list is in the process of revision, and in processing my quarterly review the Director has struck four from this list, so why don't we wait until this quarterly review is cleared up.

COLONEL WHITE: What I was going to say, is there anyone who feels we shouldn't participate in this? That is really the first question.

MR. SHELDON: I think we ought to participate but it seems to me we should be a little more realistic. Why put down a whole series of names of people who obviously can't be executives?

COLONEL WHITE: I for one don't feel we should participate solely or

even primarily for the purpose of looking good in the eyes of the rest of Government if we don't really feel we are going to have people on this list that if we should have mobilization we would want to get into the Agency--that I wouldn't participate. But I for one think we should participate because if we don't show an interest in some of the people we would like, then somebody else is going to show an interest and we don't be able to get them.

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[ ] There are several bench marks. Nobody over 60 should be on this list.

MR. BAIRD: Why?

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[ ] What good will he be five years from now? That is one of the bench marks of ODM. They recommend that you don't have persons who are too old--let's put it that way--and they have set it at that age. I think we should have as reservists only those persons we are prepared to have participate in Operation Alerts. That is the primary exercise of the National Defense Executive Reservists annually, from the ODM point of view. So if we are not prepared to have them participate there, then they aren't the kind of persons that fit the National Defense Executive Reserve pattern.

MR. KIRKPATRICK: The more I think of it the fewer executives I think there are on our consultants' roster who would be available. All of the ORR consultants, most of whom are industrialists or industrial specialists, are certainly going to be frozen right there where they are in time of war because they are all in the metal trades or machine tools industry.

MR. BAIRD: [ ] - people of that nature you want.

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MR. KIRKPATRICK: He is the Director's consultant.

MR. SHELDON: A fellow like [ ] - now that guy is of executive calibre. It seems to me we ought to screen the consultants' list and say which ones are of executive calibre.

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[ ] That is all we propose here, that we screen them. I'd like to make this quite clear: If this person is identified for the National Defense Executive Reserve we have him, and ODM says we do, and they protect us against the Department of Defense or anybody else. That is the whole purpose of the exercise. ODM is responsible under the President's Executive Order to see that there is not proselytizing or raiding, so that you can count on them in the event of an emergency. That is the only purpose of it.

MR. BELMS: I'll believe it when I see it.

MR. KIRKPATRICK: Bud, isn't the simplest way that each Deputy Director go through his consultant list and alumni list and come up with a list?

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[ ] That is what we recommend.

COLONEL WHITE: You are not restricted to the consultants' list, and you may come up with something less than ten, but that is a good place to start.

Is this paper acceptable, then?

MR. KIRKPATRICK: I so move.

. . . This motion was then seconded and passed . . .

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. . . [ ] left the meeting . . .

MR. REYNOLDS: Well, gentlemen, if there is no further comment on that one we will go to item 4. Item 5 is important, but I don't think item 4 will take us too long.

MR. KIRKPATRICK: Do you think the fundamental question on 4, Harry, is as to whether we should be a part of this overall National Defense Executive Reserve or whether we ought to be working on our own Reserve?

MR. REYNOLDS: I agree absolutely on that, that I think we ought to be doing our own, but I think the trouble with doing our own is that if we don't play a little ball with ODM we're going to have some conflicts, and I don't know how to work that out except to have a long heart-to-heart with Fleming myself, and say, "How do we compare notes here?" I want Dick's opinion on that - because when it comes to your side of the house, Dick--

MR. HELMS: This is lost on me.

MR. REYNOLDS: It's the required expansion in the event of hot war.

MR. HELMS: What would the personnel of this Agency do in wartime that they are not doing now?



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MR. KIRKPATRICK: If we have to expand to have bodies already earmarked to us that aren't going to be brought into the Office of War Mobilization or War Information or something else. Because CIA has said, in peacetime, "We want Wild Bill Donovan back in wartime." So after his name in all of the files there's a tab: "CIA Mobilization Reserve." It's doing for civilians what the military reserve program does for the services. They have already announced in the press and indicated they had a convention of a couple of hundred people in the Pentagon.

MR. REYNOLDS: I think the most important section is the DD/I side, probably, and next the DD/S side, because you've got to put the finger on scientists for OSI, for example, which you will get in the event of an emergency which you can't get now, and they have to be really signed up ahead of time otherwise somebody else will get them. The Air Force got one of the best men you could get right now - this fellow from MIT. So it's just a question of our own planning.

[ ] Would there be any difficulty with ODM if we went ahead and got our own? I would need two or three scientific consultants who would be full-time, and if we could sign them up now--like [ ]

25X1A9A [ ] We have to cooperate with ODM in order to get priority on a man, otherwise somebody else will get him.

MR. REYNOLDS: I look upon it as part of the job I must personally monitor, either through the Contact Division/DO offices or the universities. I could make actual calls on top men in the universities and say, "Look, we need your man for this specific job, WHEN-AS-AND-IF."

[ ] That would be the only reason to play along with ODM.

MR. KIRKPATRICK: From the internal point of view isn't the practical way to go about this to say to each component: Decide now what you are going to need in the way of an immediate increment in the event of hostilities and indicate, if possible, individuals by name, as to who you want, and if not by name indicate as specifically as possible the qualifications desired. And then go to ODM and say, "Here is our package. Will you go along with it?"

25X1A9A MR. REYNOLDS: I think we have to go over and have a talk with Flemming. [ ] On the 26th of April, since this memo on the National Defense Executive Reserve (dated 17 April 1956) was prepared, the Interagency Advisory Committee of the Civil Service Commission met with the various agencies on this subject, and John Macy responded to CIA's point that we could not furnish

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names publicly to ODM - "Yes, we understand that, but that would not bar your participation." In other words, they will make special arrangements - ODM and the Civil Service Commission - so we can participate and get the earmark on people that we need, without it becoming public property. It's the same kind of deal that we have on innumerable other things with the Civil Service Commission.

MR. HELMS: I foresee us putting tags on a hundred names and finding they are all either Army, Navy or Air Force reserves, and then the hassle is: Who gets them. It seems like a feckless exercise.

MR. REYNOLDS: One thing I know is true is that many of those men who have worked with us--like [ ]--would prefer to work with us rather than 25X1A9A the Armed Forces. As for [ ] I can find that out at M.I.T. - I'd 25X1A9A go up and ask them. I would say, "Where are their affiliations? How many can we depend upon?"

25X1A9A [ ] As a start, and it's a very small start, we have run a roster of all separations of GS-14's and 15's from the Agency in the past three years. We find that there are 154 GS-14's and 15's who have separated from the Agency. This is also broken down into whether they were at the time earmarked as "re-employable" or "not re-employable." The purpose of this is to clean up this list, find out who has died, get current addresses, and furnish to the three deputies the names of those persons who have left their area and who might be contacted to provide a nucleus for this new Executive Reserve.

MR. KIRKPATRICK: What about the supergrades who have left? [ ] 25X1A9A and [ ] and people like that? 25X1A9A

[ ] There will be approximately 200 names, which will be 25X1A whittled down to let's say 100 that might profitably be contacted now to see if they wish to sign up with us in the event of war.

MR. REYNOLDS: We have already had some discussions as to what we would need in the way of a training program for some of these people who were once with us and should be given refresher courses, particularly in the DD/I side, and the appropriation for such a thing would be expensive and we have never gone very far with it, but I have talked to Bob about it in the past, and I talked to [ ] 25X1A9A when he was in the DD/I. But on the DD/P side that is where the military comes into it.

MR. HELMS: I throw up my hands - I am so unsympathetic to the whole idea. I think it's a waste of time, at least to us.

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[ ] What about technical people?

MR. HELMS: The technical people would be grabbed off by the Services.

You know very well the word will come down, "Get out of the way, we're coming through."

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[ ] I think I have some people I could persuade.

MR. KIRKPATRICK: From the point of view of the present discussion, I move that the recommendations in this memorandum on the National Defense Executive Reserve be accepted and that the initiative be turned over to the Office of Personnel.

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[ ] I second that.

MR. KIRKPATRICK: I can understand Dick's feelings about it, but I think we have to do something.

MR. REYNOLDS: It's one of the questions asked by every one of these Committees.

MR. HELMS: I'm not against your doing something about it but I don't care what it is you do about it.

MR. REYNOLDS: It is so ordered.

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[ ] Except I am not sure you can nominate "candidates" - you can nominate "types." It's entirely a "type" sort of thing.

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[ ] We should be thinking of individuals.

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[ ] Well, the chap that you mentioned [ ] indicating [ ] 25X1A9A

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[ ] at M.I.T. - aren't you prepared to drop his name in the hopper as a candidate now?

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[ ] Yes. I could nominate all I need.

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[ ] The sooner we get the names the better, because until we get the names we're not off the ground.

MR. REYNOLDS: I know in my old office they have a list of people--a list they have maintained for the last two years--of people at M.I.T., and particularly the scientific institutions around the area, that might be useful to us, [ ]

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[ ]: OO would be a big source.

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[ ] Harry, may I ask something before we go on to the next item? There is the problem of the Specialist Reserve, which is quite different from our cooperation with ODM on the Executive Reserve. In other words, [ ] 25X1A9A

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[ ] need for radio operators and the Medical Staff's need for medical

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technicians, which are not available and we don't have anybody on our rosters and we would have to anticipate an immediate need, in the event of war, of technical people - not executives, not the senior people, but the technical "Indians."

MR. REYNOLDS: But they are all fish to the same net as far as the Office of Personnel is concerned.

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[ ] But they have to be handled differently as far as ODM is concerned. One is entirely internal and on the other we have to cooperate with the rest of ODM. My question, then, is: Do we want also the development of this internal CIA Personnel Reserve?

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MR. REYNOLDS: That is already in process, and the Council has known about that - vaguely - for a long time. [ ] is working on it. When a man leaves he is asked whether or not he would wish to come back - and most of them have said "yes" - so we have a fairly substantial number of them. I don't think that need enter into this discussion at this time.

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[ ] After it becomes more specific.

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[ ] My point is shall we work on it and make it more specific? Nothing has been done for a year on it.

MR. REYNOLDS: Then we will certainly start on it. We would like to have you include that particular grouping as an instruction to the Office of Personnel to do some work on it. A lot of them have talked to me, I know.

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